



*Connected, **accessible** and **quality care** for our community.*

Position Title:	Director of People and Culture
Reports To:	Chief Executive Officer
Direct Reports:	Human Resources Manager Payroll Manager OH&S/RTW Coordinator Diversity and Inclusion Officer Communications and Marketing Officer Executive Assistants
Department:	People and Culture
Classification:	In accordance with qualifications and experience
Employment Conditions:	Health and Allied Services, Managers and Administrative Workers (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement 2025-2027
Qualifying Period:	6 months from commencement date with EWHS.

East Wimmera Health Service (EWHS) is a fully accredited small rural health service consisting of 40 Acute and 95 Aged Care beds across five campuses in the Buloke and Northern Grampians Shires in North Western Victoria. Covering the land first inhabited by the Dja Dja Wurrung, Barengi Gadjin, and Jaara Jaara peoples. EWHS encompasses the townships of Birchip, Charlton, Donald, Wycheproof and St Arnaud. EWHS provides a broad range of Acute, Community Based and Aged Care services integrated with local General Medical Practices. Additionally EWHS manages a number of other local services in post-acute care, planned activity groups and infection control. The duties of this position are to be performed with adherence to the purpose and values identified through EWHS's strategic plan and compliance with the Code of Behaviour for staff of EWHS.

Our Values

Excellence | Partnership | Inclusion | Integrity | Compassion

Our Vision

Connected, accessible and quality care for our community

ROLE STATEMENT

The Director of People and Culture provides strategic leadership and oversight of EWHS's people, culture and corporate support functions, including Human Resources, Industrial Relations, Payroll, Occupational Health and Safety, Return to Work, Diversity and Inclusion, Communications and Marketing, and Executive Assistant services. The role is responsible for developing and implementing strategies that support EWHS's strategic and quality objectives, fostering a positive, engaged and high-performing workforce that is equipped to deliver connected, accessible and quality care for the EWHS community.

POSITION SPECIFIC RESPONSIBILITIES

Leadership and Management

- Provide strategic leadership for workforce, people and culture initiatives across EWHS, ensuring alignment with organisational priorities and emerging workforce, industrial relations and healthcare sector trends.
- Contribute as a member of the Executive Management Team to the strategic direction, organisational performance, sustainability and continuous improvement of EWHS.
- Provide expert advice and recommendations to the Chief Executive Officer, Executive Management Team and Board on workforce, industrial relations, governance and organisational culture matters.
- Prepare Board and committee reports and provide strategic workforce insights and subject matter expertise.
- Lead and manage the People and Culture Directorate, ensuring the effective delivery of Human Resources, Industrial Relations, Payroll, Occupational Health and Safety, Return to Work, Diversity and Inclusion, Communications and Marketing, and Executive Assistant services.
- Ensure directorate resources and budgets are managed responsibly and achieve agreed organisational outcomes.
- Participate in the Executive on-call roster shared with other members of the Executive team.
- Operate within approved Delegations of Authority and organisational governance frameworks.
- Foster productive relationships with employees, managers, unions, partner organisations, government agencies and service providers.
- Lead organisational change initiatives that strengthen workforce capability, innovation, service delivery and continuous improvement.
- Champion a culture of accountability, professionalism, safety, inclusion and high performance that reflects EWHS values.
- Promote a collaborative workplace culture that supports the delivery of safe, high-quality and person-centred care.

Human Resources and Industrial Relations

- Provide strategic leadership and oversight of human resources, industrial relations and workforce management functions to support the achievement of EWHS strategic and operational objectives.
- Lead organisational workforce planning and talent management strategies to ensure EWHS maintains a skilled, capable and sustainable workforce.
- Develop, implement and continuously improve contemporary people management frameworks, policies, procedures and practices that support organisational performance, compliance and employee engagement.
- Ensure all People and Culture policies, procedures and practices remain current, compliant with legislative and industrial requirements, and aligned with best practice.
- Lead workforce planning initiatives to ensure EWHS maintains a sustainable, capable and future-focused workforce.
- Oversee workforce attraction, recruitment and retention strategies, ensuring effective and compliant recruitment and selection processes are maintained across the organisation.
- Oversee and evaluate onboarding and orientation programs to ensure new employees are effectively integrated into the organisation and understand EWHS values, policies and expectations.
- Lead the organisation's performance development framework, ensuring effective performance review processes are implemented, monitored and supported across all directorates.
- Support and coach managers in managing employee performance, conduct, workplace concerns and employee relations matters in a fair, timely and procedurally appropriate manner.

- Oversee the effective management of disciplinary, grievance, dispute resolution and workplace investigation processes in accordance with organisational policies, industrial instruments and legislative requirements.
- Maintain a detailed understanding of industrial relations developments, workforce legislation and relevant industrial instruments, providing proactive advice regarding emerging risks and opportunities.
- Develop and maintain constructive relationships with employee representatives, unions and key stakeholders to promote positive industrial relations outcomes.
- Represent EWHS in external workforce, employment and industrial relations forums, including industrial tribunals and other relevant proceedings as required.
- Monitor legislative, regulatory and industrial changes and provide strategic advice regarding organisational impacts, compliance obligations and required actions.
- Ensure compliance with Public Sector Values, Employment Principles, workplace legislation and relevant industrial instruments across the organisation.
- Lead and support initiatives that enhance workforce engagement, wellbeing, organisational culture and employee experience.
- Provide oversight of the Employee Assistance Program, peer support initiatives and other employee wellbeing programs, ensuring their effectiveness and alignment with workforce needs.
- Lead and support the Communications and Marketing, Diversity and Inclusion, and Executive Assistant functions, ensuring services align with organisational priorities and contribute to a positive organisational culture.
- Undertake strategic projects and other duties as directed by the Chief Executive Officer that are consistent with the responsibilities and expertise of the role.

Governance, Quality and Compliance

- Provide strategic leadership to ensure People and Culture activities are aligned with organisational governance, quality improvement and risk management frameworks.
- Lead the development, implementation, monitoring and achievement of the People and Culture Operational Plan, ensuring alignment with organisational strategic priorities.
- Monitor, evaluate and report on progress against operational plan objectives and key performance measures, including regular reporting to Executive and Board committees as required.
- Identify opportunities for continuous improvement and lead initiatives to address service gaps, enhance workforce outcomes and improve organisational performance.
- Oversee the effective management, monitoring and reporting of workforce-related complaints, grievances and employee relations matters, identifying trends and implementing preventative strategies where required.
- Develop, maintain and regularly review the People and Culture risk register in partnership with the Quality and Risk team, ensuring risks are identified, monitored and appropriately mitigated.
- Contribute to organisational readiness for accreditation and regulatory reviews by ensuring People and Culture systems, practices and documentation support compliance with applicable healthcare, aged care and quality standards.
- Ensure People and Culture policies, procedures and frameworks support compliance with legislative, regulatory and accreditation requirements and reflect best practice.
- Monitor workforce incident data and other workforce metrics to identify emerging trends, risks and opportunities and implement appropriate corrective and preventative actions.
- Provide executive oversight of the EWHS Reconciliation Action Plan, ensuring commitments are implemented, monitored and reviewed in consultation with relevant stakeholders.
- Oversee organisational compliance with diversity, inclusion, equal opportunity and anti-discrimination obligations, fostering a workplace culture that values equity, respect and belonging.
- Ensure People and Culture practices comply with all relevant legislation, industrial instruments, regulatory requirements and organisational policies, including workplace health and safety, workers compensation, industrial relations, privacy and equal opportunity legislation.
- Provide expert advice to the Executive Management Team and Board regarding workforce-related risks, governance obligations and compliance matters.
- Promote a culture of quality, safety, accountability and continuous improvement across all areas of responsibility.

Payroll

- Provide strategic oversight of EWHS payroll services, ensuring the accurate, timely and compliant

processing of employee remuneration and associated workforce transactions.

- Ensure payroll systems, processes and controls operate efficiently, effectively and in accordance with relevant legislative, industrial and organisational requirements.
- Monitor payroll performance, compliance and service standards, implementing continuous improvement initiatives to enhance service delivery and minimise risk.

Occupational Health, Safety and Return to Work

- Provide strategic leadership and oversight of EWHS's Occupational Health and Safety (OHS) and Return to Work programs, ensuring compliance with legislative requirements and organisational policies.
- Foster a proactive safety culture that promotes the health, safety and wellbeing of employees, contractors, volunteers and visitors.
- Oversee the development, implementation and continuous improvement of workplace health and safety systems, policies, procedures and programs.
- Ensure effective injury management and return to work practices are implemented, supporting safe, timely and sustainable return to work outcomes for injured employees.
- Monitor OHS and Return to Work performance, incidents and emerging risks, ensuring appropriate corrective actions and preventative strategies are implemented.
- Provide expert advice and support to Executive, managers and employees on workplace health, safety, wellbeing and injury management matters.

Communications, Marketing and Inclusion

- Provide strategic oversight of Communications and Marketing functions to ensure internal and external communications support organisational objectives, employee engagement and community awareness.
- Provide leadership of diversity, inclusion and equity initiatives, fostering a workplace culture that values respect, belonging and cultural safety.
- Oversee implementation and evaluation of the EWHS Reconciliation Action Plan and other diversity and inclusion strategies.
- Ensure communications, marketing and inclusion initiatives align with EWHS values, strategic priorities and community expectations.

Quality / Safety and Risk Management

- Comply with all relevant external legislation and internal EWHS policies, procedures, and guidelines applicable to the role and organisation.
- Actively participate in and contribute to quality improvement initiatives and organisational activities to support compliance with Accreditation Standards.
- Contribute to occupational health and safety initiatives to promote and maintain a safe environment for consumers, community members, staff, and visitors.
- Adhere to EWHS Infection Prevention and Control policies and procedures to minimise the risk of infection and cross-infection for patients, consumers, staff, visitors and the broader community.
- Cooperate with EWHS Occupational Health and Safety requirements and participate in relevant training, education, and evaluation activities.

Integrity

- Uphold EWHS values and expected behaviours by demonstrating ethical, responsible decision-making and maintaining a culture of integrity.
- Respond appropriately to behaviours that do not meet organisational standards, regardless of level or position within the organisation.
- Support EWHS disclosure and reporting processes, which ensure confidentiality, include appropriate investigation and escalation pathways, and address fraudulent, corrupt, or inappropriate conduct.
- Promptly report any suspected unethical, fraudulent, or corrupt behaviour in line with organisational procedures.
- Understand that where required, the CEO, as Principal Officer, has a statutory obligation to report relevant matters to the Independent Broad-based Anti-corruption Commission (IBAC).
- Reports may be made directly to the CEO or the Board, depending on the level at which the concern arises.

PERFORMANCE INDICATORS

- Achievement of People and Culture Operational Plan objectives outlined in individual development work plan.
- Positive workforce engagement and culture outcomes.
- Compliance with legislative, industrial and accreditation requirements.
- Effective workforce planning, recruitment and retention outcomes.
- Positive industrial relations and employee relations outcomes.
- Improvement in workplace health, safety and return to work performance.
- Accurate and compliant payroll service delivery.
- Achievement of diversity, inclusion and Reconciliation Action Plan objectives.
- Effective financial and resource management.
- Demonstrated strategic leadership and contribution to organisational goals.
- Compliance with the Education Training Schedule (ETS).

KEY BEHAVIORAL COMPETENCIES

- Strategic Leadership
- Collaborative and Influential Relationships
- People-Centred Leadership
- Accountability and Integrity
- Change and Innovation
- Results and Continuous Improvement

KEY SELECTION CRITERIA

Mandatory requirements

- KSC1 Hold a relevant Human Resources or related tertiary qualification and membership of a relevant professional association (eg AHRI).
- KSC2 Evidence of recent annual influenza immunisation or willingness to obtain before commencement

Essential Attributes

- KSC3 Demonstrated experience in a senior role relating to managing people and leading culture with proven well-developed leadership and management skills in a complex and changing environment.
- KSC4 Demonstrated knowledge regarding contemporary issues impacting health workforce management in a rural environment along with the ability to develop and implement strategic human resources policies and initiatives.
- KSC5 Proven strong interpersonal skills and a high level of oral and written communication skills, including mediation/facilitation skills and a demonstrated ability to deal fairly and sensitively with people of diverse backgrounds and cultures.
- KSC6 Ability to deliver strategic outcomes for this role whilst meeting KPIs.
- KSC7 Ability to respond to regulatory requirements and legislative changes as related to human resources management, whilst operating effectively in an industrial sensitive environment.

Desirable

- KSC8 Previous HR management experience in a healthcare environment.
- KSC9 Experience representing organisations before industrial tribunals
- KSC10 Strong knowledge and understanding of the legislative and policy framework which underpins human resource management in the public sector.
- KSC11 Exposure to the implementation of new HR technology.

The Director of People and Culture at East Wimmera Health Service will hold:

- A current National Police Check or ability to obtain a satisfactory check prior to commencement.
- A current Victorian Drivers Licence.
- Ability to comply with the "Behavioural Outcomes" for this role.

- A current Victorian Working with Children Check (employment).

East Wimmera Health Service STANDARDS OF BEHAVIOUR		
Our Values	Our staff will always	Our staff will not
Excellence <i>We aim high, adapt with purpose, and take pride in improving health outcomes</i>	▪ Do their best, even when work is busy or challenging ▪ Persevere to do the best job they can ▪ Strive continuously to improve ▪ Be professional and enthusiastic ▪ Have the courage to question what we do	▪ Do the bare minimum ▪ Ignore problems or poor – quality work ▪ Leave an untidy workplace ▪ Avoid raising concerns or improvement ideas
Partnership <i>We build trust and achieve better health outcomes by collaborating across teams, with our community and partners</i>	• Work respectfully as part of the team • Mentor others • Provide encouragement to others • Care for others the way they would like to be cared for themselves • Partner with consumers in decision making about their healthcare • Maintain customer focus • Lead by example • Be responsible and accountable for their own actions • Stand up and take action • Escalate issues or behaviours of concern	▪ Refuse to help or say “that’s not my job” ▪ Gossip or spread rumours ▪ Ignore feedback given by patients or colleagues ▪ Avoid responsibility or blame others ▪ Refuse to assist others with their workload ▪ Be hypocritical ▪ Discriminate against others ▪ Stay silent about unsafe or inappropriate behaviour
Inclusion <i>We embrace difference, elevate diverse voices, and create a strong sense of belonging</i>	▪ Demonstrate consistency ▪ Treat everyone with fairness and respect ▪ Be considerate and understanding ▪ Be collaborative and collegiate ▪ Address issues early and respectfully	▪ Demonstrate favouritism or exclude others ▪ Withhold information ▪ Ignore concerns or difficult conversations ▪ Dismiss or minimise others’ views
Integrity <i>We act with respect, trust, honesty, fairness and accountability</i>	▪ Be honest and transparent in their work ▪ Take responsibility for their actions and decisions ▪ Maintain high levels of integrity ▪ Be responsible and accountable ▪ Maintain and protect confidentiality and privacy of consumers and staff ▪ Be punctual ▪ Listen to others and accept differences ▪ Respond courteously ▪ Greet all people by saying hello, smiling and introducing themselves ▪ Be culturally informed and sensitive ▪ Respect diverse opinions ▪ Respond promptly to enquiries and communications	▪ Be dishonest or misleading ▪ Be unreliable ▪ Blame others instead of taking responsibility ▪ Speak or act disrespectfully (e.g. rudeness, dismissiveness) ▪ Bully, harass or intimidate others ▪ Ignore or allow unacceptable behaviour ▪ Be repeatedly late or fail to follow through
Compassion <i>We lead with empathy, showing compassion, kindness, and supporting wellbeing in every interaction</i>	▪ Treat every person with kindness and respect ▪ Show empathy in conversations and care ▪ Take time to listen and understand concerns ▪ Involve consumers in decisions about their care	▪ Be sarcastic, dismissive or insensitive ▪ Judge others or make assumptions ▪ Make decisions about care without consulting the consumer ▪ Speak to others in a harsh or uncaring way.

Staff at EWHS must also comply with both the Industry and organisational Code of Conduct

RISK ASSESSMENT / JOB ANALYSIS

East Wimmera Health Service provides a safe working environment for staff as part of the process Risk Assessments have been carried out and this position could include some or all of the following.

(Please mark (eg X or ✓) to those that apply to this position)

Aspects of Normal Workplace	Frequency			
<u>Work Environment</u>	Occasionally	Regularly	Continual	NA
• Work with the possibility of extended hours	✓			
• Work in locations geographically separated from main facility	✓			
• Working off site which may include clients homes	✓			
• Clinical areas	✓	✓		
• Travelling or Driving in cars on a regular basis				
<u>Work Activity</u>				
• Manage demanding and changing workloads and competing priorities			✓	
• Undertake administrative tasks including intensive computer keyboarding work, filing, writing, concentrating for long periods of time			✓	
• Sitting at the computer for extended periods of time		✓		
• Sitting in meetings for extended periods of time		✓		
• Use of technology including photocopiers, telephones		✓		
• Undertake manual handling of equipment	✓			
• Patient Handling (<i>No Lift Program operates throughout EWHS</i>)				✓
• Exposure to Substances (<i>Protective equipment & procedures in place to prevent contact</i>)				✓
<u>Work relationships</u>				
• Work in a team environment and at times independently			✓	
• Interaction with staff from other disciplines and departments			✓	
• Interacts with: - o colleagues and other hospital staff - o members of the public - o Patients and relatives	✓	✓	✓	

I acknowledge:

- That I have read and fully understand the Position Description and the position's Job Analysis.
- I agree that I have the physical ability to fulfil the inherent requirements of the position, and accept my role in fulfilling the responsibilities, activities and duties.
- I understand that the information provided is a general outline and may not encompass every aspect of the position.
- That EWHS may alter the duties of this position description if the need arises. Any such changes will be made in consultation with the affected employee(s).
- I understand that this is separate to the employment agreement that I will sign, outlining the terms and conditions of my employment.

Name (please print) _____

Signature _____

Date _____

Document Control	
Executive Sponsor: Chief Executive Officer	
Manager Responsible: Chief Executive Officer	
Author(s): Chief Executive Officer	
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